



AGENDA

Lunenburg County Multi-Purpose Centre Corporation

November 27, 2025

Meeting Room, LCLC

- 1. Call to Order**
- 2. Information Sharing (Questions by board members and attending members of the public)**
- 3. Approval of Agenda**
- 4. Approval of Minutes**
 - 4.1 September 18 LCMPPC Meeting
- 5. Business Arising from Minutes & Unfinished Business**
 - 5.1 Strategic Plan Follow up – December meeting
- 6. Correspondence**
 - 6.1
- 7. Financials**
 - 7.1 October Financial Statements
 - 7.2 55+ Update
- 8. New Business**
 - 8.1 Cost Recovery Discussion Memo
- 9. Information/Updates**
 - 9.1 General Manager's Monthly Report
- 10. In Camera**
 - 10.1 Contract Negotiation
- 11. Next Meeting – Thursday, December 20, 2025 5:30 p.m.**
- 12. Adjournment**

**Minutes of the Board Meeting of the
Lunenburg County Multi-Purpose Centre Corporation (LCMPCC)
Held in the Multi-Purpose Room, LCLC
Thursday, September 18, 2025 at 5:30 PM**

In Attendance

Municipality of the District of Lunenburg

Mayor Elspeth McLean-Wile
Deputy Mayor Chasidy Veinotte
Councillor Pam Hubley (Chair)

Town of Bridgewater

Mayor David Mitchell
Councillor Stacey Colwell
Councillor Eric Whynot

LCLC

Marta Selassie, Interim General Manager

Staff Present

Mark Flint, TOB Deputy CAO
Tom MacEwan, MODL CAO
Lesley McFarlane, MJSB COO
John Feeney, MJSB Director of Finance
Julie Vissers, Recording Secretary

1. **Call to Order:** Meeting called to order by Chair Hubley at 5:30.
2. **Information Sharing:**
Deputy CAO Flint advised the Board that staff are looking into providing AI capability to assist in minute taking. IT staff are currently looking into this request and will provide an update once they have completed their review. It was brought forward and agreed that the transcribe function in Teams would be used at this meeting in place of AI.
3. **Approval of Agenda:**
Chair Hubley requested an addition to the agenda under New Business, discussion about the next meeting of the LCMPCC.

Motion: To approve the agenda with the addition of: 9.2 Next meeting

Moved by Mayor Mitchell, seconded by Councillor Whynot

Motion carried

4. **Auditor Presentation**

4.1 Audit Report

Jamie Creaser joined the meeting via Teams to present on behalf of Doane Grant Thornton LLP.

Report presented for the fiscal year ending March 31, 2025. Reviewed document for capital grants, provincial and other grant sources as well as revenue items that include membership and concessions. No errors were found with those revenue items. List of adjustments, Appendix F, was prepared. One uncorrected misstatement was identified, the YMCA quarterly membership revenues for fiscal 2024 were recorded in 2025.

HST reconciliation reporting was noted, the reasonability of HST and the monthly reporting was assessed. No material issues were found, declined to state a formal opinion but willing to investigate this further if requested.

Lack of year end cut off procedures were noted.

The Board had no questions.

4.2 Draft Consolidated Financial Statements

This document is relatively unchanged from prior years; disclosure remains the same. A comparative figures note has been added. The mapping was adjusted, and it was determined that several accounts should have been in other areas.

Deficit includes amortization which is a non-cash expense. \$184,022.00 will need to be covered by the two municipal units.

Motion: To accept the financials year ending March 31, 2025.

Moved by Councillor Whynot, seconded by Mayor McLean-Wile.

Motion carried

5. Approval of Minutes

5.1 June 19, 2025 LCMPPC Meeting

One revision noted, Mark Flint is listed as CAO, correct to Deputy CAO.

Minutes accepted with revision

5.2 July 24, 2025 LCMPPC Meeting

Accepted as distributed

5.3 August 26, 2025 Special Meeting

One revision noted, Mark Flint is listed as CAO, correct to Deputy CAO.

Minutes accepted with revision

6. Business Arising from Minutes & Unfinished Business

7. Correspondence

8. Financials

8.1 August Financial Statements

Five months into the fiscal year, reporting a \$12,000.00 surplus year to date compared to a \$34,600.00 projected deficit.

Membership and arena revenues are in line with last year, no other significant balances over or under.

Expenses are inline with expectations. Maintenance expenses are higher then projected due to the unbudgeted expense of a forklift battery. Pool chemical expenditures show higher then budgeted but is due to phasing.

In a positive situation five months into the year and confident that the budget for the full year is correct.

Motion: to accept the financial statement ending August 31, 2025, as presented.

Moved by Councillor Colwell, seconded by Councillor Veinotte

Motion carried

9. New Business

9.1 Draft Strategic Plan

Proposed that a separate meeting be scheduled to discuss the Strategic Plan and to include staff who attended the planning session to be part of this meeting.

Question – is this the strategic plan for the next five years? Discussed that five years would not be realistic, three years would be more reasonable.

Marta will send out a poll for availability and schedule the meeting.

9.2 Next Meeting

Chair Hubley will be unavailable to attend the next meeting as scheduled. Requested that the Board change the date to October 23, 2025. All members are available to attend except for Councillor Whynot. The Town's alternate will be contacted to attend this meeting.

10. Information/Updates

10.1 General Manager's Monthly Report

Have hired a facility operator, bringing the number up to three. Currently filling some other vacancies as well.

There was a mini-shut down of the aquatic centre. Tied it in with Labour Day weekend.

Corrected a plumbing issue that will now allow for the pool backwash to run much quicker, saving time and resources for other things. New lane ropes were purchased that were required for safety.

Annual fire drill – building cleared in approximately four minutes. Several minor deficiencies identified but nothing critical.

Facility traffic is up 20% from this time last year. Working on doubling the number of courses offered for lifeguard certifications.

A discussion will be needed regarding the administrative offerings the LCLC performs on behalf of the Town and MODL. LCLC Staff resources are used to manage registration for several recreation and healthy living-based classes, this can put a strain on the regular operations for the LCLC.

Several events have taken place over the last number of months, including Canada Day activities, hockey camps and tournaments. 55+ Games will begin on Sunday September 21, 2025 and there are still some vacancies for volunteers.

Meeting with Michelin to be rescheduled. Topic is to discuss naming rights.

NS Power – EV Chargers are moving ahead. Waiting to hear back from legal to confirm everything is in order.

Questions: What is the timeline for chargers? Next week if we can get the agreement completed. Should take six weeks from that date.

Is there anything we can do to help with recruitment and retention of lifeguards?

A lot of the people coming through and taking the training are students. We lose them once they graduate and move on to post-secondary, etc. The wage paid to lifeguards

starts at \$18.00/hour (approximately). There are other units paying a higher wage. Look at what other units are paying across the province. Something to bring forward to a future agenda ahead of the budget.

11. In Camera

Motion: To go in camera

Motion made by Mayor Mitchell, seconded by Councillor Veinotte

Motion carried

11.1 Contract Negotiations under Section (22)(2)(e) of the *MGA*

11.2 Personnel Discussion under Section (22)(2)(c) of the *MGA*

Motion: To rise and return

Motion made by Councillor Veinotte, seconded by Councillor Whynot

Motion: That the Board request Municipal Joint Services Board (MJSB) direct the COO to issue invitations to identified individuals and firms for consulting services to complete the functions outlined in the Statement of Work as presented.

Motion made by Mayor Mitchell, seconded by Mayor McLean-Wile

Motion carried

Motion: That the Board request MJSB direct the COO to select an appropriate firm and enter into a contract effective immediately, to provide temporary finance oversight services to the LCLC, at a total cost not to exceed \$25,000.00, with regular oversight by the LCLC.

Motion made by Councillor Colwell, seconded by Councillor Whynot.

12. Next meeting: October 23, 2025 at 5:30 PM

13. Adjournment

The meeting was adjourned by the Chair at 8:00 PM

	YTD Actual	YTD Budget	Variance	YTD Actual (PY)	Full-Year Budget
	01 Apr 25 - 31 Oct 25	01 Apr 25 - 31 Oct 25		01 Apr 24 - 31 Oct 24	01 Apr 24 - 31 Oct 24
Public Revenue	1,118,116	1,133,544	(15,428)	916,480	1,932,500
Advertising & Sponsorship Revenue	12,966	60,000	(47,034)	22,064	120,000
Aquatic Revenue	140,258	146,662	(6,403)	169,477	265,000
Arena Revenue	189,423	148,279	41,144	172,633	360,000
Concession Revenue	20,446	20,602	(157)	45,853	85,000
Room Rentals Revenue	28,845	20,000	8,845	17,955	42,000
Memberships Revenue	155,551	131,000	24,551	79,001	245,000
Other income	588	-	588	189	-
Programming Revenue	66,383	62,700	3,683	69,192	75,000
Outdoor Pool and Lakes	77,303	90,000	(12,697)	60,239	90,000
Tenet Rental Revenue	66,464	66,441	23	64,986	113,649
Total Income	1,876,343	1,879,228	(2,886)	1,618,069	3,328,149
Bank, Interest, Credit Card and Other Fees	20,708	7,000	13,708	8,622	12,000
Concession Expenses	15,445	17,638	(2,194)	29,192	70,000
Facility Maintenance and Repairs	156,831	129,076	27,754	136,632	290,000
Housekeeping Supplies	21,401	23,333	(1,932)	23,581	40,000
Insurance	70,089	75,835	(5,746)	66,822	130,000
IT Services, License, Equip & Supp	59,820	60,452	(632)	44,481	110,000
Marketing & Promotional	4,103	45,000	(40,897)	7,443	45,000
Miscellaneous	435	2,000	(1,565)	3,133	10,000
Office	5,360	12,019	(6,659)	6,400	20,604
Outdoor Pool and Lakes Expenses	77,244	85,000	(7,756)	60,239	85,000
Pool Chem & Test Supp - Aquatics	21,012	-	21,012	30,904	45,000
Professional Services & Fees	52,966	34,250	18,716	48,754	60,000
Programming	6,023	8,100	(2,077)	4,040	16,000
Staff Training and Courses	7,050	16,581	(9,531)	13,730	40,000
Telecommunications	4,495	8,750	(4,255)	4,056	15,000
Uniforms	823	5,000	(4,177)	904	5,000
Utilities	357,858	340,162	17,697	334,490	588,000
Wages & Benefits Total	900,478	1,038,549	(138,071)	912,188	1,746,545
Total Expenses	1,782,140	1,908,746	(126,605)	1,735,611	3,328,149
Profit/Loss	94,203	(29,517)	123,720	(117,543)	-

*Note Special Events removed - waiting on final reconciliation of 55+ games

2025 Nova Scotia 55+ Games

Bridgewater, Nova Scotia

Revenue	Budget Dec-24	Budget Aug-25	Actuals
Registration	\$65,615.00	\$59,300.00	\$61,498.41
Merch & Events	\$23,750.00	\$12,000.00	\$10,499.61
Sponsorship	\$20,000.00	\$18,500.00	\$22,975.00
Hotel Kickback	\$9,000.00	\$7,000.00	\$890.00
Government	\$69,000.00	\$67,500.00	\$67,250.00
Total Revenue	\$187,365.00	\$164,300.00	\$163,113.02
Expenses			
Venues	\$34,835.00	\$27,025.00	\$26,870.22
Membership Transfer	\$16,000.00	\$17,000.00	\$16,820.00
Planning & Administration	\$45,000.00	\$40,000.00	\$44,067.45
Swag/Merch	\$12,000.00	\$10,000.00	\$10,924.31
Sports Officials	\$7,500.00	\$7,500.00	\$5,108.25
Marketing	\$17,500.00	\$12,500.00	\$12,625.70
Signage/Pageantry	\$5,000.00	\$5,000.00	\$1,412.00
Other Events	\$10,000.00	\$7,500.00	\$4,727.00
Volunteer Costs	\$10,000.00	\$5,000.00	\$2,028.20
Snacks/Water	\$5,000.00	\$3,000.00	\$513.92
Legacy Plan	\$20,000.00	\$20,000.00	\$30,000.00
Miscellaneous	\$4,000.00	\$4,000.00	\$1,699.75
Total Expenses	\$186,835.00	\$158,525.00	\$156,796.80
Total Profit (Loss)	\$530.00	\$5,775.00	\$6,316.22



Report to: LCMPPC Board
Submitted by: Interim General Manager, Marta Selassie
Date: November 27, 2025
Re: Cost Recovery and Financial Sustainability

Summary

This memo outlines financial disparities and proposes a framework for discussion to align funding, cost recovery, and service delivery. Operations, public expectations, and current funding directives are misaligned, leading to operational deficits and strain.

Background

The LCLC operates under competing priorities: maintaining accessible programming while reducing costs and minimizing municipal contributions. This approach has proven unsustainable, creating unrealistic expectations for both the public and staff. Operational strain is evident through staff fatigue, high turnover, and significant balances of unused vacation time.

Historically, rentals outside of ice time lacked a structured fee schedule. Over the past year, staff documented actual rental costs and benchmarked these against market rates. This data now informs discussions with renters to explain adjustments and begin closing the gap between historical rates and true operating costs.

Budget Implications

The chart below depicts recent analysis of event rentals versus actual costs.

Cost Comparison

Event	2023 & 2024 Invoice	Estimated Cost	2025 Contract	2025 Subsidy	2025 Subsidy %
Event A	\$379.50	\$3,470	\$1,100	\$2,370	68%
Event B	\$7,000	\$10,860	\$8,500	\$2,360	22%
Event C	\$1975	\$4,300	\$2,470	\$1,830	43%

Not shown in the chart is the loss of revenue from ice downtime, compounding the subsidy impact. Event A, did not impact ice use, however Event B required the floor



covering for 5 days, outside of peak season. Event C took place during peak season, the incremental loss of revenue is approximately \$5,700 for the weekend.

Additionally, requests for concessions and bar services are often received. These services carry significant staffing and inventory costs and often yield minimal to no profit.

Heavily subsidized rentals and services are not sustainable. Without clear direction on cost recovery, the gap in costs and expectations will continue to widen.

Discussion

The lack of a defined cost recovery framework has created conflicting expectations around accessibility, pricing, and municipal contributions. These challenges highlight the need for board direction on the following strategic questions:

- What level of subsidy aligns with the board's vision for accessibility and community engagement?
- What approach should the board endorse for a standardized cost recovery model?
- How can equity for members be maintained while expanding community access?
- To what extent should municipal funding versus user fees subsidize operations?

Cost Recovery Options & Recommendations

1. Standardized Cost Recovery Model

- Establish a minimum recovery threshold (X% of actual cost).
- Use transparent formulas and fee schedules for rentals, labor, equipment, and lost revenue.
- Implement a flat service-fee model for concession and bar services, with any sales revenue offsetting service costs and any surplus retained by the LCLC or shared with renters.

2. Tiered Pricing

- Differentiate between community/non-profit events and commercial events.
- Offer discounts only within defined limits to maintain equity and sustainability or direct groups to municipalities for funding opportunities.

3. Set Limits on Subsidies and Donations



- Cap free passes and silent auction contributions annually.
- Require board approval for any subsidy exceeding a set percentage or dollar amount.

4. Lost Revenue Policy

- Consider including ice downtime charges in contracts for arena-based events.
- Consider seasonal pricing adjustments to reflect peak demand.

5. Communication Plan

- Engage stakeholders with clear messaging on why adjustments are necessary.
- Provide phased implementation to reduce pushback.



Report to: LCMPPC Board
Submitted by: Interim General Manager, Marta Selassie
Date: November 27, 2025
Re: November 2025 General Manager Report

Capital Projects

2024/2025 Projects

EV Car Chargers:

Civil work and installation is complete. Weather permitting, the crew will complete the seal coating and line painting in the coming week. Energization and commissioning expected early December. Ribbon cutting ceremony event will be hosted mid-December. The event will include information tables from local groups and organizations highlighting their initiatives related to sustainability.

Aquatic Tile Repairs:

Quotes are being collected for a condition assessment of the aquatic centre floor to determine repair or replacement needs for next year.

Office and Galleria Furniture:

All furniture updates are complete, this project included new chairs and tables for the galleria and office chairs for the meeting room.

Galleria Tile Replacement:

No updates at this time.

Storage Solutions:

Ongoing

2025/2026 Projects

Ice Resurfacer:

Delivery expected March 2026

IT Upgrades:

The new firewall was installed in September. Currently reviewing options for next steps for the remaining funding in this fiscal year.

Website Redesign:

A Request for Quotes (RFQ) for the website redesign was issued, three quotes were received by the deadline on November 14. Work will begin by the end of November with the new site in full production by March 2026.



Painting & Drywall Repairs:

A Request for Quotes (RFQ) for painting and drywall repairs was issued. The work is scheduled to begin December 15.

Accessibility Enhancements:

Funds from a previous accessibility grant are being reallocated to replace the pool lift, ensuring continued accessible use of the aquatic facilities.

Loss of Phase Protection:

Completed

Pool UV Phase II:

Completed

General Operations and Maintenance

Two additional Facility Operators were hired, one part-time and one full-time. A former Facility operator has re-joined the team part-time.

Three Operations staff recently completed fall protection certification and two completed the Certified Pool Operator course.

Parking lot lights have been replaced to ensure safety and proper visibility for visitors.

Arena operations are fully underway for the fall and winter season.

Memberships

Memberships		
Month	2025	Joint YMCA
January	1875	303
February	1813	345
March	1842	371
April	1843	383
May	1874	402
June	1854	392
July	1816	367
August	1821	384
September	1824	409
October	1577	425
November	1606	398

Facility Traffic		
Month	2024	2025
January	7,715	39,679
February	33,214	34,448
March	41,567	42,970
April	35,090	30,544
May	21,958	32,996
June	22,999	25,123
July	26,971	28,632
August	23,386	23,499
September	23,895	27,623
October	32,212	32,979
November		



December		
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YTD Total	273,839	323,973
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Programming

The second Aquafit instructor training course took place in October; four individuals are now trained to teach group aquafit classes.

The second set of fall lessons will soon be wrapping up. Registration for lessons starting in January opens on December 8.

The Bronze Cross course and examination have recently concluded, and a lifeguard course began on October 29. In the New Year we will host another Bronze Medallion, Cross and Swimming instructor course.

In September, 858 participants joined Active Living classes, followed by an impressive 1,113 in October. This highlights the growing interest and engagement in LCLC's fitness and wellness programs. We introduced a special promotion in October for both members and non-members, offering the opportunity to register for seven weeks of a single class at a flat fee. Such positive feedback from both participants and instructors has been received that a similar promotion, Get Fit in '26, will be offered in January for an eight-week session. Almost all of the instructors have expressed an interest in participating.

Events

The LCLC hosted a very successful Nova Scotia 55+ Games from September 21 to 24. The theme of Fun, Fitness, and Friendship was evident throughout all four days of activities and competition.

Congratulations and sincere thanks to all the volunteers, local venues and the organizing committee for their hard work in delivering the largest 55+ Games to date with 849 participants.

The LCLC was honoured to host the Town of Bridgewater's Truth and Reconciliation event. The gathering brought community members together to reflect, and share in recognition of the National Day for Truth and Reconciliation.

In collaboration with Bowl More Lanes, the LCLC hosted a Glow Friday event on October 24. Approximately 90 participants attended the Glow Skate while the Bridgewater Bowling Alley experienced a sell-out for Glow Bowling. The collaboration was well received by patrons. Additional joint promotional events are being planned, as this shared marketing and event model effectively reduces costs while maintaining high participant engagement.

The first draft of the facility rental fee schedule has been completed. This structure has been used to compare actual event costs with what has been charged to groups in previous years.



Significant discrepancies have been identified, and efforts are underway to narrow this gap. A discussion regarding cost recovery models for rentals will be needed to provide direction.

Compared to the same time span one year ago, foot traffic has risen by roughly 50,000, indicating a significant year-over-year increase. Multiple factors contributing to the rise in volume – 55+ Games / larger Jr B crowds especially in the spring with the playoff run / increase in facility room rentals and use.

The Cycle Nova Scotia Bike Summit began on October 3 at Best Western and concluded on October 4 with a Community Bike Event starting from the LCLC and following the Centennial Trail. Vendors and organizations participated in the celebration at the LCLC parking lot.

The Universal Cheer Showcase was hosted at the LCLC on November 8. This event is the first showcase of the season. The feedback has been overwhelmingly positive feedback from attendees. The group has already been booked to return next year.

The Glen Murray High School Hockey Tournament and South Shore I.C.E. Strom Para Hockey Tournament were hosted at the LCLC in November as well.

Upcoming Events

- Hello Holidays December 5th
- EV Charger Ribbon Cutting TBA

Advertising

Outdated or unpaid agreements have all been reviewed and have been revised, overdue funds collected or signage removed.

The skate aid advertising initiative is progressing well.

A naming rights strategy has been finalized. Focus continues to be on potential naming rights partners.

In-ice advertising logos will be sold for the upcoming Summer when the ice is removed for roughly 1-2 weeks. A contact list has been generated.